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# TRANSIT IN TRANSITION

## YEAR END REPORT

1987

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**Walter H. Clark**  
Chairman



**Robert E. Paaswell**  
Executive Director

Well, you did it, or shall we say, CTA did it with your help. You, our 13,000 employees, made 1987 a landmark year for our great institution. This past fall, we celebrated our 40th anniversary, and honored the loyal employees who had served CTA for all of those years. The anniversary celebration was a time for public ceremonies and private reflection.

Looking back on 40 years of serving as the circulatory system which helps "the city that works" get to work [and play], we rededicated ourselves to providing the highest quality transportation service possible. As the year passed, it was evident that the exceptional performance of our vehicle operators, maintenance workers, safety personnel, engineers and administrators enabled us to meet that goal.

In 1987, there were a staggering 610 million passenger trips via 2,247 buses on 134 routes and 1,200 rapid transit cars on six routes. Of these trips, more than 800,000 disabled passengers were transported via CTA's pacesetter "door-to-door" special service program -- the second largest paratransit operation of this kind in the entire world. CTA's total bus and rail car miles are equivalent to 16 trips around the world every day.

Providing the service that enables our passengers to go to and from work, school, shopping, church, social and recreational activities requires the skillful mobilization of immense material and human resources. With approximately 13,000 employees, CTA is the 14th largest employer in Illinois. Our 1987 budget of \$700 million generates an additional 50,000 jobs in every strata of the private sector economy. It has been demonstrated that every dollar invested in CTA accrues more than \$3 in business revenue. In addition, CTA's infrastructure and capital assets are valued at approximately \$9 billion, a tremendous investment in the region.

In 1987, significant gains were made in the areas of transit operations, marketing, management, fairness and professionalism, and urban and regional agenda-building. As you study this report, you will realize that people are our highest priority. Serving the public, with you as our ambassadors, is at the heart of our operation.

We met many challenges -- capital asset deterioration, diminishing federal funding, declining market share and changing ridership patterns -- with imagination and skill. With your help, we look forward to 1988, knowing we will meet any challenges it brings, while continuing to build the nation's finest transportation system.

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*Walter H. Clark*

*R. E. Paaswell*

The **mission** of the Chicago Transit Authority is to provide high quality transit service that meets the needs of metropolitan Chicago and positively influences the region's development.

### Key Goals:

- To deliver **convenient, on-time service** to people in the service area.
- To maintain the highest possible standards of **passenger safety and security**.
- To establish sensible, efficient and **equitable fares**.
- To tailor **routes and schedules** to the changing travel patterns of the public.
- To increase CTA's share of the **local travel market** through a better understanding of consumer preferences.
- To enhance **communication with the public**.
- To coordinate transit with **urban development** so that the region's resources are used most efficiently, and environmental quality improved.
- To strengthen and stabilize CTA's **financial position** through the application of new technologies or strategies and the redeployment of existing resources.
- To enforce the highest standards of **professionalism and integrity**.
- To increase fairness in **hiring and contracting**.
- To foster a **working environment** conducive to safety, productivity and excellence.

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## Service Strategies and Automation

### Improved Service

Fleet renewal and maintenance are critical for high quality and reliable transit service. In 1987, CTA made significant progress toward the purchase of 600 new buses to rejuvenate our aging fleet. In addition, 500 buses have been rehabilitated through a special campaign -- "Operation B.U.S." (*Better Ultimate Service*). As a result, the fleet is traveling further between breakdowns. Also, the delivery of 46 new rapid transit cars in 1987, combined with on-going rail car rehabilitation efforts, has resulted in bringing 80% of our fleet up to good or excellent condition.

A number of service improvements were completed in 1987, including:

- extra service between McCormick Place and the Loop
- rush hour service between McCormick Place and Northwestern Station on the #127 bus

- extension of the #96 Lunt bus route to Lincoln/Peterson
- installation of 70 new bus shelters throughout the city

In addition, the Board adopted a

"Fine Tuning" service change package for 1988. This is part of a continuous process of tailoring our routes and schedules according to changes in travel demand.

The new union contract provides for biannual 'Bus and Train Operator Recertification,' a move intended to ensure that the skills, capabilities and performance of operating employees are maintained at the highest possible level.

### Special Services Program for the Disabled

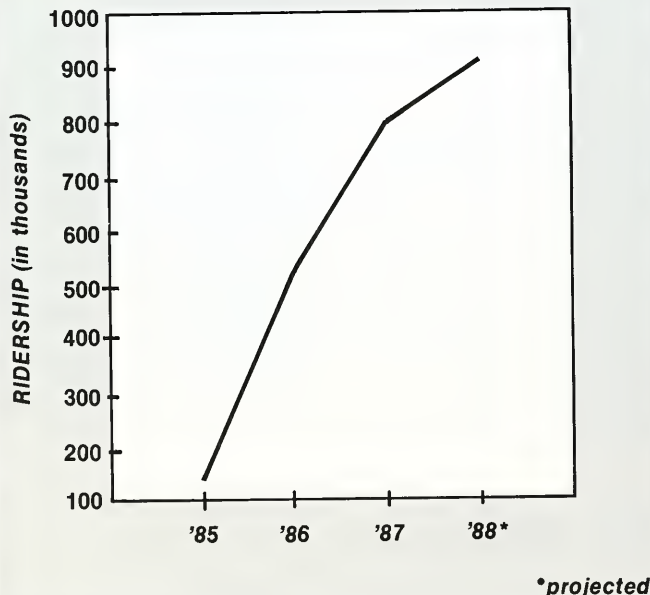
The CTA Special Services Program for the disabled has grown substantially from the start of the program in October 1985. Ridership has increased by 500% while the cost per trip has been reduced by 50%. This service is provided by four private sector carriers. This unique program has grown to become the second largest in the world. Further expansion of the program is expected in 1988.

Several key improvements to this program were initiated in 1987, including:

- introduction of a "10-Point Action Plan for Improvement of Special Services"
- strengthened performance standards for existing carriers
- significant progress in adding carriers and tightening future carrier contracts
- transfer of the program from a planning function to an operations function

An RTA study in December 1987 reported that CTA Special Service riders viewed the paratransit program with a high level of satisfaction. In addition to the paratransit service, CTA will embark upon a lift-equipped mainline bus service evaluation program beginning with our next bus purchase.

CTA SPECIAL SERVICE RIDERSHIP





CTA's Advisory Committee on Services for the Disabled monitors different aspects of this important program, and assures that the transit needs of individuals with disabilities are properly addressed.

## Safety and Security

1987 was the safest operational year in the 40-year history of the CTA. This was no accident. This positive safety record is attributed to our employees' overall participation in quality circles, performance recognition and incentive programs and extensive bus and rail training and retraining programs.

Security is one of the most serious concerns of CTA passengers and employees. Consequently, CTA has contracted since March 1987 with the Chicago Police Department to patrol our bus routes. As a result, the crime rate on patrolled routes has been substantially reduced. Additionally, security patrols on the rail system have been increased and plain clothes police officers have been deployed throughout the system. Also, CTA hosted a very successful "Symposium On Security In The Transit Industry," with leading U.S. experts among the participants.

## Automation

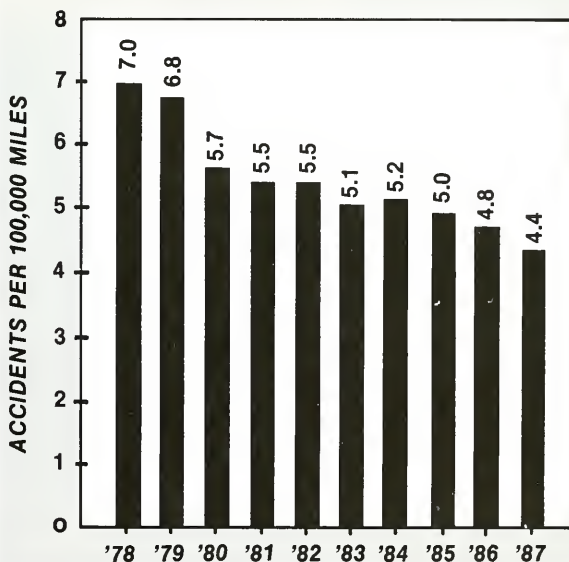
Higher operating costs and declining state and federal support compel CTA to increase operating productivity and efficiency. Automation of operations wherever possible will produce cost savings. CTA has responded with the following:

- installation of automatic fareboxes for the entire bus fleet
- computerized operator scheduling
- automated parts storage
- automatic currency counters

For passenger convenience, automated pass-readers have been installed and tested at many rapid transit stations to allow riders to bypass rush hour crowds at the ticket booth. Further implementation of this *QuickPass* project is planned.



**CTA TRAFFIC & PASSENGER ACCIDENTS  
Combined Bus & Rail**



## *Mass Transportation is a People Business*



### **Marketing**

CTA's main competitor, the auto, has consistently expanded its market share in part because it has always been aggressively marketed. The national auto industry spent over \$3 billion on advertising in 1986. Conversely, public funding revenues for transit are under a continuing threat of reduction or elimination.

To meet these challenges, CTA is adopting aggressive marketing techniques similar to those used in the private sector. CTA is making a transition from an **"operations-based"** organization to a **"market-based"** organization -- putting the focus on the riding public. In fact, the 1988 budget has allocated funds to establish a Marketing Department which will centralize and focus the Authority's marketing activities.

The ever changing patterns of riders affect the way we plan our operation. This new marketing orientation will allow us to quickly react to the needs and preferences of the public.

Rider surveys have always been used to determine CTA operating schedules. Last year, their use was expanded to solicit rider preferences concerning fare structures, the new bus color scheme and the *QuikPass* project.

With these challenges in mind, four key marketing goals have been established:

- to better serve our current customers
- to achieve a thorough understanding of the travel markets in the Chicago region
- to maximize CTA's share of the regional travel market
- to build a more positive image of the CTA

### **Customer Relations**

CTA has always been aware of the need for good customer relations and has demonstrated this by providing sensitivity training to our operators and by expanding our community outreach efforts. For example, in 1987, a procedure for addressing customer comments was developed. Approximately 30,000 customer communications were received last

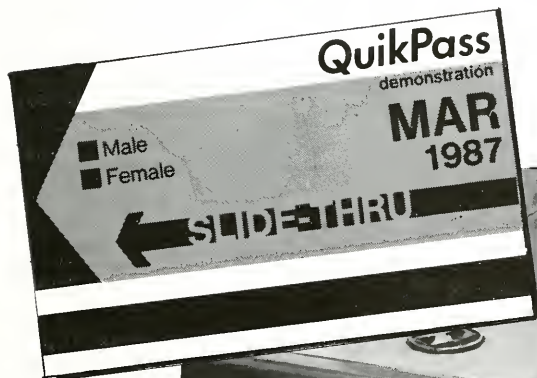
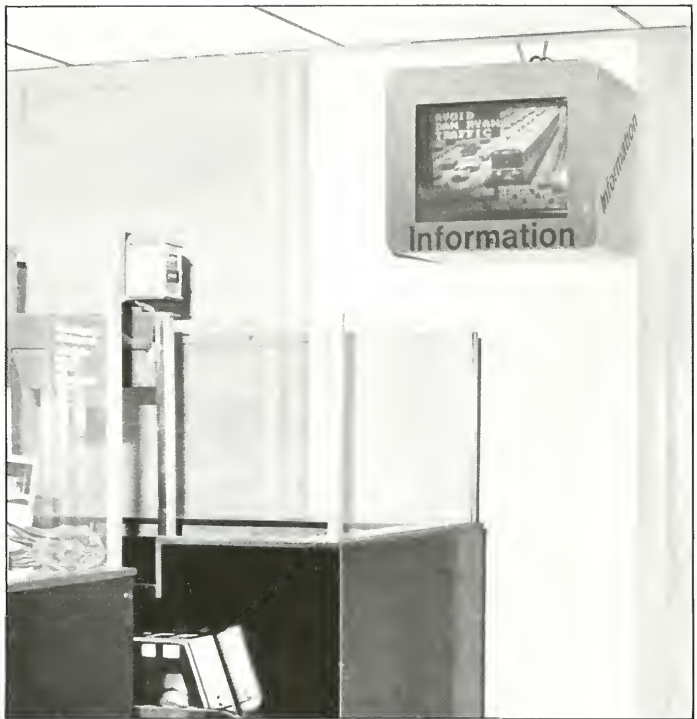




year. Comments ranged from employee commendations, inquiries, and complaints, to service improvement suggestions.

We realize that the information process is not just a one-way communication from our riders to us. In 1987, the *Metro Vision* system was introduced, as a pilot program, at key stations. The system consists of TV monitors that enhance CTA's ability to communicate news, weather and up-to-the-minute service information. This service is provided to our patrons at no cost to CTA. Plans are to expand this service throughout the rail system.

We have also increased opportunities for citizen involvement through a number of mechanisms, including the **Citizens Advisory Board**. This board consists of ten members of the community who provide recommendations to the CTA Board on operating and policy issues. The group includes business executives, educators, lawyers and consumer advocates. We encourage this Board to play a key role in channeling community concerns and perceptions back to the Authority.



## Productivity and Fiscal Responsibility

1987 was a year of reorganization for the CTA. The changes are already beginning to pay off in terms of better decision-making and streamlined operations and communications for the future. A **strategic management and marketing** approach will continue through 1988. The introduction of a Marketing Department will orient CTA toward the changing needs of consumers.

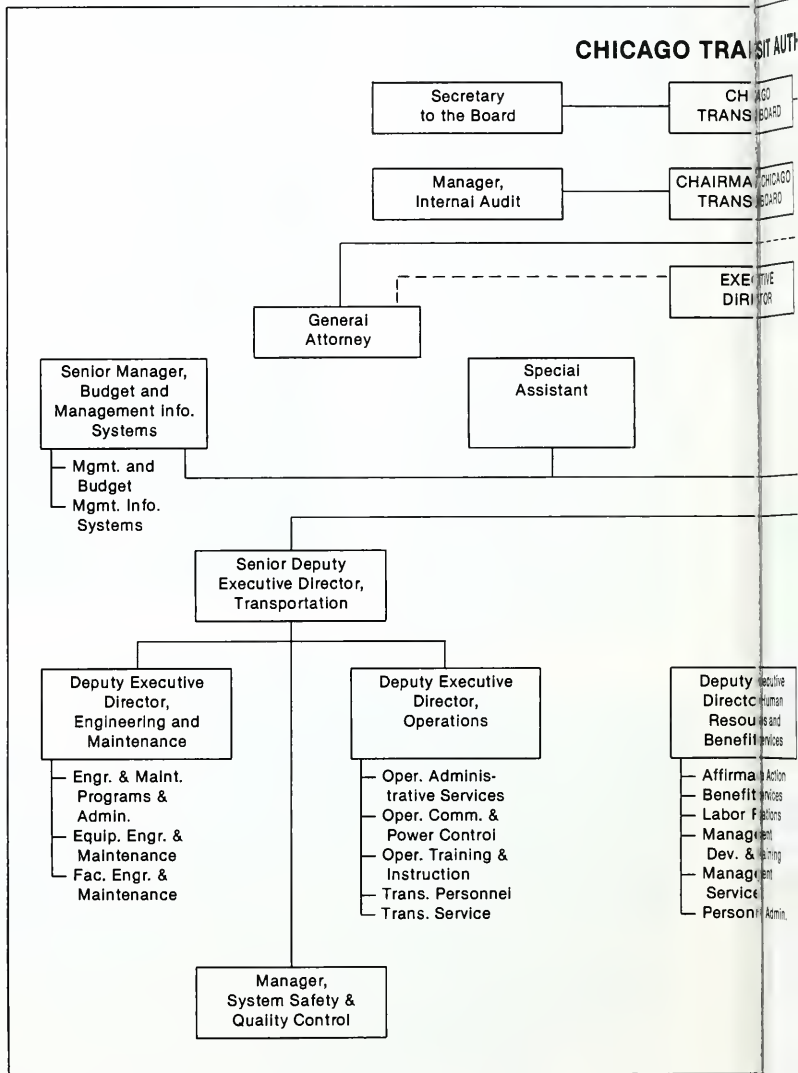
Several other positive actions were taken during 1987 which can be credited to this new management approach. A small selection of these actions is briefly described below.

### Program Budgeting

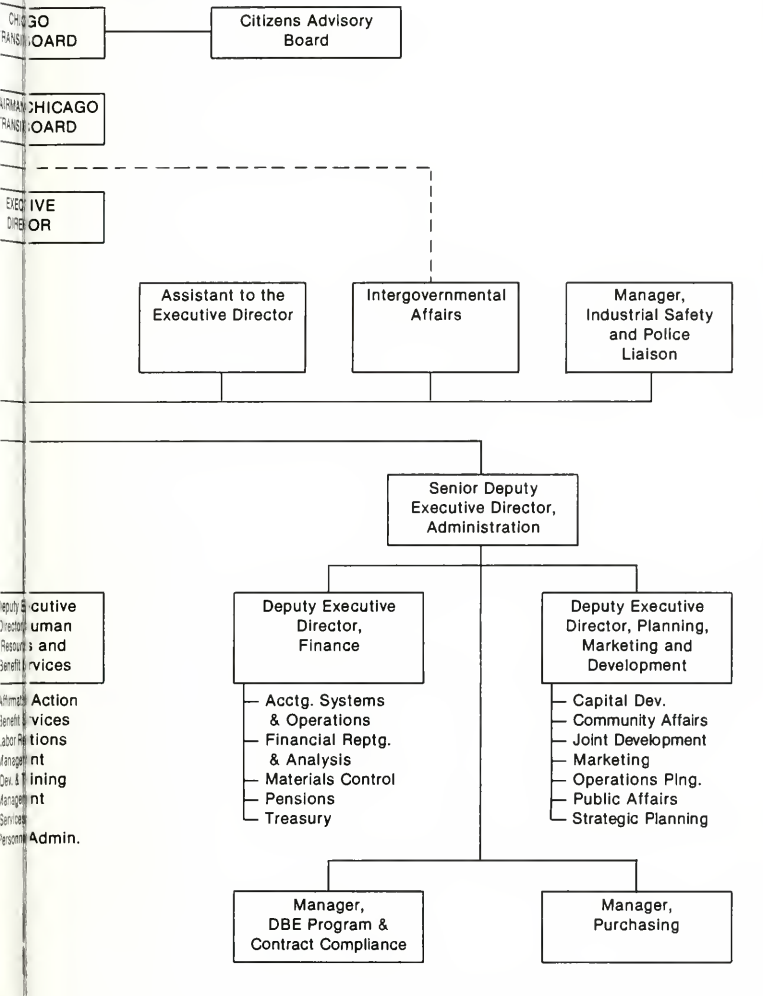
In 1987, the Management and Budget Department initiated an important new budgeting approach for the agency -- Program Budgeting. This new budgeting technique links expenditures to accomplishments and measurable objectives. Program Budgeting focuses on results. The Budget Department will closely monitor this critical process. Already, this approach has led to a budget balancing savings of \$7.4 million in 1987.

### Improved Management

In October of 1987, we began Phase II of our *Strategic Management Plan*. This study, emphasizing the role of strategic planning in CTA, will delineate relationships between the planning process, management decision-making, capital investment



# TRANSIT AUTHORITY



programming and operations. This process will prepare CTA to respond to a changing future.

An Innovative Financing Task Force was formed to review and recommend new methods of asset acquisition. Methods developed by the task force are being considered for the purchase and rehabilitation of rolling stock in the face of anticipated cutbacks in federal funding.

A Capital Program Task Force was established to analyze and recommend new methods for expediting CTA's capital program. The task force has developed a new computerized project management system and established procedures for monitoring and advancing projects.

In a reform oriented effort, the CTA Board approved an ordinance and policy governing the assignment and use of Authority-owned non-revenue vehicles. Strict guidelines were established to allow for the optimum use of our automobile fleet.

## Office Automation

In February of 1987 the CTA Board approved the purchase and implementation of a \$2.7 million office automation project. After extensive evaluation and negotiations, IBM's latest generation of personal computers was selected. The project involves the installation of 200 to 300 microcomputers, mostly in field locations, over a three to five year period. As a result, CTA will realize significant productivity gains, cost savings and benefits from up-to-the-minute management information.

## *Two Prerequisites for Service Excellence*

Professionalism, fairness, and integrity at CTA are of utmost importance to riders, taxpayers, funding agencies, and CTA employees themselves.

### **Affirmative Action**

In November of 1987, a draft Affirmative Action Plan (AAP) was introduced to the CTA Board. The AAP creates structures, procedures and a timetable to achieve a CTA labor force that reflects the make-up of the local labor market. This AAP includes an educational component to familiarize CTA management with equal opportunity, affirmative action and sexual harassment issues.

The Disadvantaged Business Enterprise (DBE) program is an integral part of our overall Affirmative Action policy. CTA leadership strongly believes that the opportunity for socially and economically disad-

vantaged persons to participate in the public procurement process should be guaranteed. A 1987 CTA Board ordinance established DBE participation goals at 30% for all contracts, up from 20% in 1986. This new goal is far and away the highest set by any transit agency in the U.S.

### **Training**

In 1987, the Operations Training/Instruction section conducted over 100,000 hours of training for new, current and recently promoted employees. 67% of the training hours were for bus personnel, 28% for rail personnel and 5% for ticket agents. Training sessions included both classroom instruction and 'hands-on' operating practice.

The Maintenance Training Center conducted a total of 59 different training programs. Over 4,300 employees in the Engineering and





Maintenance Division attended these programs, ranging in topics from vehicle repairs and operations safety to cardiopulmonary resuscitation and first aid training.

## Union-Management Relations

The Authority made substantial progress in labor relations during 1987, including ratification of a three-year contract affecting some 10,000 employees. This balanced contract allows for increased wages over a three year period, while reducing costs through the expanded use of part-time, special utility and light-duty employees. A Union-Management Committee was established during 1987 to further communications between CTA and union officials.

## Public Records Access

The Freedom of Information Act (FOI), which permits public access to CTA documents, plays a key role in opening the Authority to the public.

CTA staff has filled over 175 FOI requests on a wide variety of topics for journalists, attorneys, vendors, community organizations, private individuals, and scholars. We are pleased that the public is participating in the CTA's open process.

## Ethics Ordinance

In 1987 an Ethics Ordinance Committee was appointed by the Executive Director. Its mission is to provide CTA with procedures and guidelines to regulate matters related to internal ethics, professionalism and integrity.





## *Regional Coordination and Funding Stability*

The most pressing problem confronting the mass transit industry today is the lack of funding to replace and rehabilitate its aging infrastructure. Capital accumulation for some projects is a strenuous, uphill fight. CTA and its regional public transportation partners -- Regional Transportation Authority (RTA), Metra, Pace, and the City of Chicago -- have joined forces to provide adequate reinvestment levels for mass transit.

### **Unmet Needs**

CTA's rolling stock and facilities need to be renewed on a more regular cycle. To renew our physical plant, valued at a replacement cost of \$9 billion, CTA should be spending \$450 million each year. Current resources allow reinvestment of only \$200 million annually.

For every dollar that CTA needs for capital improvements, only 37 cents is available. Over the past seven years, the federal government has cut back its support of transit capital programs by nearly 50%, and the President's 1989 budget recommends further cuts. In addition, the state program that matches federal

capital dollars will expire in 1988, and the Governor's budget for the coming year does not reauthorize this long-standing program.

### **Funding**

Past successes in mobilizing our Congressional delegation to fight transit cutbacks give hope for stabilizing federal participation in Chicago's transit construction and vehicle replacement projects through the next year.

Most importantly, CTA will work vigorously with the RTA, Pace, Metra and local governments to persuade the Illinois General Assembly to expand RTA's ability to raise capital funds through the sale of bonds. These capital funds can then be used by transit agencies to repair and replace the region's transit infrastructure and fleet.

CTA's urban and regional agenda will aim for a stable and appropriate funding base for public transit in this region. CTA will continue to resist federal cutbacks and will support any effort to expand local resources to speed our much needed infrastructure renewal.



## Goals for the Coming Year

As the previous sections of this report have outlined, CTA is on the move -- providing an even higher quality of transportation.

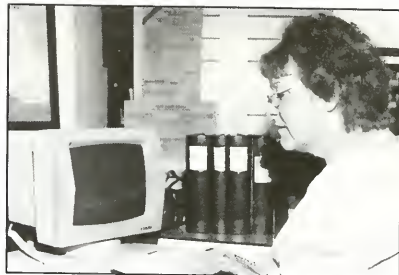
The key to CTA's success, in 1987 as in years past and in the future, is its employees. Operating employees are front line ambassadors to the general public. These workers, as well as maintenance workers and CTA staff members who back them up, deserve much credit for effectively supplying transit service to a demanding clientele.

Recognizing the need for ever increasing performance expectations, CTA will pursue major initiatives in the areas of training and accountability in 1988. Training will play a key role in attaining our goal of improved service. The highest level of professionalism will be our constant objective.

In April 1988, CTA will announce the **GOING YOUR WAY** campaign -- our commitment to the public to complete specific projects that will improve the CTA rider experience. These projects include renewal of station platforms and canopies, replacing buses, creation of new park-n-ride areas, and other system enhancements. The **GOING YOUR WAY** campaign will be widely advertised and there will be a thorough public assessment at year's end.

We must be a company worthy of investment. We must set high quality standards and attain them.

Every employee at the CTA has good reason to be proud of participating in the evolution of the finest transit system in the country. Likewise, everyone in the Chicago metropolitan area can be proud of CTA. Our mission to move over a million Chicagoans safely, comfortably, and reliably each day is a vital one.



### Document Design and Production:

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*Special thanks to all CTA departments who contributed factual information and comments to this report.*



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**John J. Hoellen**  
Vice Chairman

**Natalia Delgado**

**Walter H. Clark**  
Chairman

**James I. Charlton**



*In Memoriam . . .*



**Mayor Harold Washington  
(1922-1987)**

The background of the cover features the Chicago Transit Authority logo, which consists of a large blue chevron pointing to the right, set against a white background. This central element is flanked by two horizontal red stripes, one at the top and one at the bottom, separated by thin white lines.

## **Chicago Transit Authority**

Walter H. Clark, Chairman  
Robert E. Paaswell, Executive Director